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MEMORANDUM FOR: Inspector General

SUBJECT: Personnel Office

REFERENCE: Memorandum to C/Admin/DDP, 1 July 1953, from Inspector General, Subject as above

1. Reference memorandum requests that we "furnish on an eyes only basis an objective statement of whether the service furnished your office by the Personnel Office is satisfactory and, if not, those matters which are not satisfactory."

2. The experience of this Staff in working with the Office of Personnel for approximately the past year has been such that no generalized statement as to the degree of satisfaction received from them can be made. The degree of support rendered by the various components of the Office of Personnel varies considerably, and, accordingly, we will furnish you an analysis of our opinion of those units with which we are in major contact.

ASSISTANT DIRECTOR (PERSONNEL)

Your request for information indicates that your primary interest is in ascertaining the effectiveness of the operations of the Office of Personnel. Inasmuch as the Office of the Assistant Director (Personnel) rarely, if ever, was directly concerned with the day-to-day conduct of personnel management in this Agency, no useful purpose would be served in passing comment upon it.

OFFICE OF THE PERSONNEL DIRECTOR (includes Research and Planning Staff, Career Development Staff, and Special Contracting and Allowances Staff)

Giving due consideration to the past reorganization that this Agency, and particularly the Clandestine Services,

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experienced approximately one year ago and giving consideration to the framework within which the Personnel Director has had to operate, this Office registers very real satisfaction with the degree of support, aid, and assistance given by Mr. George Meloon personally and has a high degree of confidence in his ability. While there are many things, some of which are mentioned below, that we would have liked to have seen accomplished by this time, we feel in all fairness that the Personnel Director cannot be held responsible for the lack of these accomplishments. In my opinion, I believe Mr. Meloon to be a very able Personnel Director who is in the unenviable position of trying to insure that a great number of non-government experienced supervisors adhere to the various legalisms of government employment practices. He has shown a demonstrable willingness, when furnished with sufficient facts, to affect an acceptable compromise between the demands of Federal statutes and the operational demands imposed upon us because of our unorthodox endeavors. There is a considerable amount of restiveness in this organization against the supposed limitations placed on us in handling of people by the Office of Personnel. However, it must be remembered that DCI has committed himself to adhere as closely as possible to the principles of the several Classification Acts. Accordingly, the Personnel Director as the DCI's delegated representative for the exercise of personnel authority, must conduct himself within the limits of this framework. The only criticism this Office can levy with any fairness toward the Personnel Director has been the lack of strong deputies or senior assistants to whom he can re-delegate certain powers, and this may not be altogether his fault. It is my understanding, however, that this situation is being rectified in the contemplated reorganizational plan in the Office of Personnel.

The following observations are furnished on the specific units of organization coming under the immediate jurisdiction of the Personnel Director.

Research and Planning Staff

This Office has felt for a considerable period of time that a more aggressive, imaginative, and timely approach to their responsibilities should be had by the Research and Planning Staff. There have been several instances - - handling of DD/P headquarters surplus problems, the manner of accounting for military personnel, the proper accounting for draft deferment cases - - where the Research and Planning Staff either produced procedural guidance "after the fact" or else took the policy established

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by an operational unit and transposed it into Agency policy. It is also believed that greater exercise of judgment as between major and minor problems should be shown by this staff and that their work should be undertaken accordingly. We have in mind specifically the proposal of the Research and Planning Staff to produce an idealistic study on "Categories of Personnel" in lieu of immediately reducing the excess number of types of employment authorized under Section 14 of the Confidential Funds Regulations.

Career Development Staff

This Office has not been satisfied with the degree of guidance and direction, particularly in procedural matters, received from the Career Development Staff. The major historical function performed by this staff to date has merely been to act as a channel for the several career service boards to the CIA Career Service Board. This staff likewise has followed and not led many of the operational units in helping implement and push forward the Agency Career Service Program.

Special Contracting and Allowances Staff

The operations of this unit, generally speaking, have been highly satisfactory to this Office. This staff operates on almost a semi-autonomous basis, and, in our opinion, adequately discharges their responsibilities.

While certain of the above observations on the immediate units within the Office of the Personnel Director are critical it again should be emphasized that their operations have been greatly complicated by the 1 August 1952 reorganization of the Clandestine Services. The ability of the Research and Planning Staff to produce material of a regulatory nature has additionally been complicated by the revision of the Agency publication system.

3. Going from the staff units of the Office of Personnel to the operating divisions, this Office feels unqualified because of major contact to offer an intelligent analysis of the efficiency of the Personnel Division (Overt), the Testing and Evaluation Division, and the Personnel Procurement Division. Inasmuch as the history of the Clandestine Services, since 1 August 1952, the date of the inception of this Staff, has been to contract, we have placed little demands on the Personnel Procurement Division. The following observations are

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offered, however, on the other operating divisions:

Classification and Wage Division

The Classification and Wage Division discharges one of the most onerous responsibilities within the field of government personnel management and yet, notwithstanding this, it is my opinion that they render greater service and satisfaction than any other unit within the Office of Personnel. My remarks are addressed to the degree of satisfaction received from the division itself and should not be interpreted as to our degree of satisfaction with the classification system per se. The division is well organized, well disciplined, and imbued with the thought of rendering service.

Military Personnel Division

Probably due to a prolonged attempt at mutual understanding and education, this Office is becoming increasingly satisfied with the operations of the Military Personnel Division. It is realized that their responsibility, to a degree is a two-fold one, namely, protecting the interests of both this Agency and those of the several armed forces. The division is becoming aware of where their primary responsibility resides and because of this are rendering more efficient service to us. They have been of assistance to us in formulating new military allocations for DD/P and in establishing a system of accountability made necessary because of the present reimbursable arrangements with the Department of Defense. This division is the least competent of all of the Personnel Office units.

Personnel Division (Covert)

We have purposely left the Personnel Division (Covert) as the last unit to discuss because we wish to comment in more detail on its operations and organization. As is obvious, this Staff has more continuing contact and depends for much more support from PD(C) than any other personnel unit. We possess the highest respect for the chief of this division. By training, Agency experience, and temperament, the chief of this division is one of the most outstanding personnel officers in this Agency. His unit, however, like others in the Office of Personnel, is not fortunate enough to be staffed with sufficient individuals of even near similar qualifications.

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Personnel Relations Branch

Sufficient support has always been given us by the Personnel Relations Branch. It is believed, however, that closer coordination is possible between this branch and the Medical Staff in handling certain cases of on-duty personnel who unfortunately must be medically disqualified for continued employment. This matter, however, will receive separate attention by this Office.

Central Processing Branch

Certain dissatisfactions are evidenced by employees of DD/P from time to time about the services received from the Central Processing Branch. It is our opinion, however, that this dissatisfaction derives from the split responsibility that presently exists between the Central Processing Branch of PD(C) and the Transportation Division of the Logistics Office. It is again my understanding that this divided responsibility will be unified within the Central Processing Branch under the proposed reorganization plan of the Office of Personnel. This Office has always been highly pleased with the conscientious approach taken to their problems by members of CPB.

Transaction and Records Branch

The immediate impact of the reorganization of the Clandestine Services was probably most felt by this unit. While we have not been and are not today satisfied with the personnel statistics that are rendered to us, we must in fairness assume a certain amount of responsibility for the situation. The main bar today to valid statistics within DD/P is the current existence of out-dated field tables of organization. We are at the moment in the process of establishing new T/O's, however, and trust that this will then enable Transaction and Records Branch to establish and run a more valid statistical basis. Considering the tedious nature of the work conducted by this unit, we should like to commend the conscientious nature of the individuals within this unit.

Placement Branch

The Placement Branch of PD(C) has been extremely handicapped in furnishing us service in placing surplus individuals because of the lack of a clear-cut Agency personnel policy on the problem. They initially were handicapped by their own lack of ability to internally

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coordinate the problem. However, the experience gained through our original departmental surplus list and the initial increment of the [REDACTED] surplus list has given this branch invaluable experience in handling such problems. Their work is also made more difficult by the lack of a firm understanding as to the actual placement responsibilities of a placement officer vis-a-vis the recommendations of a Career Service Board. It is my opinion that this unresolved field will continue to exist until we gain more substantive experience in conducting our Career Service Program. Suffice to say this Office is now much more satisfied with the placement service than it was one year ago.

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4. Attached as Tab A is a listing of those individuals by name, grade, and title, who have specific personnel responsibility within the DD/P organization. In compiling this list, the following factors were used as guides:

a. Names of Career Management Officers and Contract Personnel Officers were included;

b. Names of Branch Administrative Officers and assistants in Area Divisions were not included, inasmuch as there is no uniformity in the amount of time spent on personnel work amongst members of this group. For guidance purposes, we have listed such positions, by unit of organization, where appropriate for the purpose of your survey;

c. Division and Staff Administrative Officers have been excluded on the same basis as the exclusion of Staff and Division Chiefs; and

d. Positions of Administrative Assistants in the immediate DD/P Staffs have been included, for guidance purposes. The amount of personnel work involved is minimal in such cases.

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Attachment  
Tab A

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